Compensation Study

March 3, 2026

McGrath
HUMAN RESOURCES GROUP

About Us

- McGrath Consulting Established in 2000
  - Sept 2012 – McGrath Human Resources Group
  - 620 Client Projects in 41 States Companywide

- Public Sector Consultants
  - Human Resources
  - Public Safety (Police, Fire, EMS, Dispatch)

- Specialize In
  - Compensation Studies
  - Performance Management
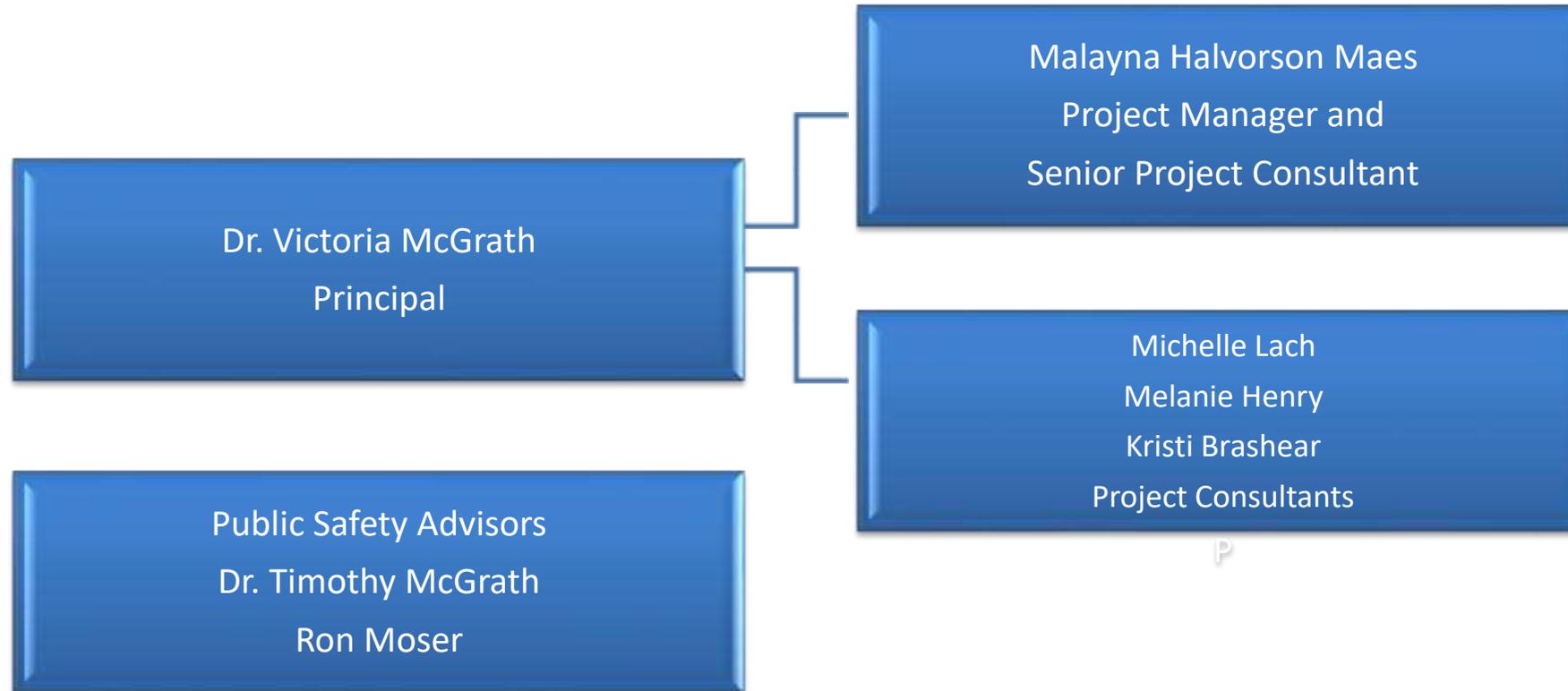 - Development of Policies and Procedures/Handbooks

McGrath 360 Comp™

Integrated Approach to Compensation

- Evaluate not only external market and internal equity among positions – but other factors that affect recruiting and retaining employees

- Not One-Size Fits all

- Designed to fit your needs
  - Fiscally responsible and sustainable
  - Competitive
  - Aligned with Compensation Philosophy
  - Tailored to the City of Tomball

EXTERNAL MARKET
- compensation philosophy
- competitiveness
- benefit, stipend comparisons

INTERNAL EQUITY
- hierarchy of positions
- career progression ladders

POLICY DEVELOPMENT*
- provide instruction
- write actual policies

ORGANIZATION IMPACTS
- turnover
- worforce demographics
- community and/or geography

METRICS*
- assess success of HR program

FAIR LABOR STANDARDS
- exempt/non-exempt status
- overtime calculations

EMPLOYEE ENGAGEMENT*
- targeted surveys
- focus group facilitation

GENDER EQUITY*
- collect, analyze data
- determine compliance

TOTAL BENEFIT ANALYSIS*
- impact of compensation and benefits

McGrath 360 Comp

* OPTIONAL

Consulting Team

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┌─────────────────────────┐                ┌─────────────────────────────┐
│                         │                │  Malayna Halvorson Maes     │
│   Dr. Victoria McGrath  │────────────────│  Project Manager and        │
│   Principal             │                │  Senior Project Consultant  │
│                         │                └─────────────────────────────┘
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                                           ┌─────────────────────────────┐
                                           │  Michelle Lach              │
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                                           │  Project Consultants        │
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│  Public Safety Advisors │
│  Dr. Timothy McGrath    │
│  Ron Moser              │
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Learning the City of Tomball

Data Request

Request in advance of introductory meetings

Meet with administration to review data available

City assistance in setting up introductory meetings

Introductory Meetings

In person or virtual – determined by the City

Identify goals, desired outcomes, communication plan

Gain an understanding culture of organization, desired compensation philosophy, unique qualities of the organization, current issues

– City Manager
– City Council (if appropriate- compensation philosophy)
– Human Resources
– Department Directors / Supervisors
– Employees
– Other Identified Stakeholders

Collaboration - Engagement

Elected Officials

- City Council
  - Kickoff Informational Meeting
  - Update Meeting after market analysis complete
  - Update Meeting after new System developed/updated
  - Final Presentation

- Policy Questions
  - Compensation Philosophy
  - Comparable organizations
  - Other concerns/challenges

Departments

- Kickoff Project Meetings
  - Information Sharing about Department and Positions
  - Strengths/Challenges with the current model
  - Recruitment/Retention challenges
  - Unique positions
- Discussion of Career progression opportunities when appropriate

- Review Position Questionnaires
- Introduction of draft Salary Schedule for feedback

Employees

- Introduction Correspondence
- Kickoff Project Meetings for Employees
- Information Sharing about Positions
  - Position Questionnaire
- Introduction of new System upon completion (verbal, written, presentation)

Position Analysis

Position Questionnaire	Complete by Position in each Department (determined with Department Directors)
	
	• 13 Competency Areas
	  • Education, Experience & Training
	  • Complexity of Work, Decisions & Judgement, Consequence of Error
	  • Leadership & Supervisory, Equipment & Tools, Technology
	  • Work Environment, Physical Requirements

Position Questionnaire Review	Management review workflow prior to submittal to McGrath to confirm completion and content accuracy
Employee Access	Online Completion Hardcopy Available

Point Factor System

New Pay Grade	New Title	Department	Job Complexity		Complexity & Judgement			Equipment, Materials & Budget Responsibility			Personal Contacts	Supervision of Others	Specialized Working Conditions		Labor Market Points Internal Comparability Points	Total of All Factors	Point Total Ranges	Point Total Ranges
			Education	Experience & Training	Responsibility for Records, Reports & Technology	Policy & Methods, Decisions, & Planning	Confidential Data Handled	Equipment & Materials	Technology	Budget Impact	Personal Contacts & Purpose of Contacts	Supervision of Others	Physical Requirements	Working Conditions & Hazards				
A	Administrative Associate II	Purchasing & Central Services	10	40	20	25	14	15	10	10	12	14	30	50		250	250	278
A	Meal Delivery Worker	ADRC	10	40	20	25	14	0	0	10	30	14	30	25	42	260		
A	ADRC Van Driver	ADRC	10	40	20	25	14	5	10	10	30	14	30	25	20	253		
A	Meal Site Worker	ADRC	10	75	20	25	10	15	10	10	30	14	20	50	-15	274		
A	Administrative Associate II	Information Systems	10	100	10	50	22	15	55	10	30	14	30	25	-93	278		
	Fingerprint Room Specialist	Sheriff	10	40	20	25	22	15	40	10	30	14	20	25		271		
B	Custodian	Facilities	10	75	20	50	14	15	10	10	12	14	35	25		290	279	290
C	Administrative Associate III	County Clerk	30	40	20	25	22	15	40	10	30	14	15	25		286	291	319
C	Administrative Associate III	Children's Court Services	10	75	20	50	22	15	40	10	12	14	20	25		313		
C	Fiscal Associate I	Finance	30	75	20	50	14	15	40	10	12	14	10	25		315		
C	Fiscal Associate I	Finance	30	75	20	50	14	15	40	10	12	14	10	25		315		
C	Administrative Associate III	County Clerk	30	40	30	50	22	15	40	10	30	14	15	25	-5	316		
C	Administrative Associate III	Corp Counsel - Child Support	30	75	20	25	22	15	40	10	30	14	20	25	-10	316		
C	Administrative Associate III	Register of Deeds	30	75	20	25	22	15	40	10	30	14	20	25	-10	316		
E	Fiscal Associate II	Human Services	40	75	20	25	22	15	40	10	30	14	10	25		326	329	358
E	Cook/ Nutrition Program Cook	ADRC	30	75	40	25	14	15	10	10	30	14	30	50		343		
E	Fiscal Associate II	Finance	40	100	20	25	14	15	55	10	12	14	10	25		340		
E	Fiscal Associate II	Treasurer	30	75	20	50	14	15	40	10	30	14	30	25		353		
E	Fiscal Associate II	Corp Counsel - Child Support	40	100	20	50	22	15	40	10	12	14	10	25		358		
E	Administrative Associate IV	Airport	30	75	30	25	14	15	40	40	30	14	20	25		358		
E	Administrative Associate IV	Highway	30	75	30	50	14	15	40	40	12	14	20	25		365		
E	Fiscal Associate II	Corp Counsel - Child Support	40	100	20	50	22	15	40	10	30	14	10	25		376		
E	Administrative Associate IV	ADRC	30	40	30	50	22	15	55	40	30	14	30	25		381		
E	Administrative Associate IV	Planning & Development	30	75	30	75	22	15	55	40	30	14	10	25		421		
E	Printing Technician	Purchasing & Central Services	10	100	30	50	14	25	55	55	30	14	30	50		463		

Market Data

Comparable Market Data

Utilize municipal comparable organizations cooperatively identified

Request data for benchmarked positions and benefits

Benchmark Positions

Benchmark as many positions as possible in order to ensure maximum external data to support position placements while considering the balance of participation from the external market

Private Sector Data

ERI Salary Assessor

Compensation Philosophy

Position within the market – average/above; performance, etc.

Develop or affirm formal compensation philosophy

May include update with City Council, if desired

Data Analysis

Comparable Market Data	Demographics	Internal Factors	Other Compensation and Benefits
• Minimum • Midpoint or Median Maximum • Actual Incumbent	Demographics-Age / Years of Service •Turnover/Metrics •External market conditions impacting compensation •Internal review for existing or future Issues	Public Safety* FLSA/ 7(k) Work Schedules Shift Differentials Incentive Pay Assignment Pay Compression In-range/Career ladders *3 Consultants trained via Curt Varone courses*	Focus is based upon the organization Benefits •Health + Pension + Time Off •Total Rewards Other Compensation (Supplemental pays etc.) •

System Update or Redevelopment

Compensation System

Together we determine the System to meet your needs in alignment with the City's compensation philosophy

- Performance based
- Step
- Combination
- Family Grouping
- Revision of current

Position Placement

Position Questionnaires (Point Factor)

Market

Compression

Internal Equity

Quality Control/Feedback

Draft Compensation and Classification System

- Meet with Human Resources and Department Directors individually to review recommendations prior to finalization

- Review Costing (forecasting, YOS, YIP, etc.) Three iterations

- Discuss/recommend implementation strategy

Finalization

Final Report (s)

- Specifies Study Methodology
- Provides data s summary
- Delineates recommendation(s)
  - Salary Structure
  - Classifications
  - Career progression; other compensation
  - Range progression
  - Provides policy and procedure recommendations for on-going administration/maintenance
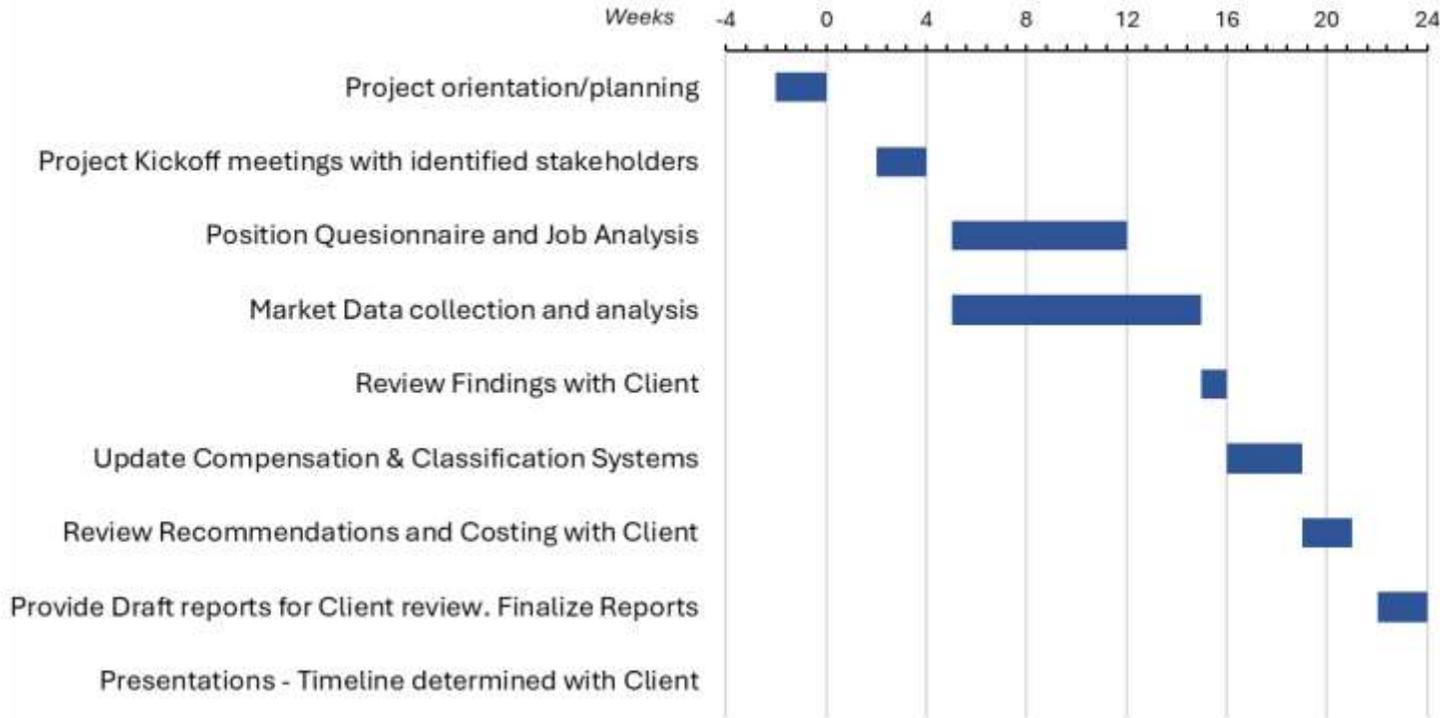- One or two reports based on public distribution

Final Presentations

- City Council
- Employees

Training and Future Support

- Point Factoring
- Future Position Changes/New Position Placement
- Reorganizations
- Market Check in

Project Timeline

	Weeks	-4	0	4	8	12	16	20	24

Project orientation/planning

Project Kickoff meetings with identified stakeholders

Position Quesionnaire and Job Analysis

Market Data collection and analysis

Review Findings with Client

Update Compensation & Classification Systems

Review Recommendations and Costing with Client

Provide Draft reports for Client review. Finalize Reports

Presentations - Timeline determined with Client

Up to 6-months
Alignment with budget needs.
Based on scope, size, City timelines*.

Meetings can be in-person or virtual.
McGrath recommends review process
and presentations be in-person

Travel expenses will cover 2 in-person
visits

Communication Plan between McGrath
Project Manager and City Project
Manager

*Amount of time for city review processes are
dictated by client

Why McGrath Human Resources Group?

It's Our Name on the Product

Value the unique qualities of your organization

We develop recommendations to meet YOUR needs

Innovative Solutions – experience and education

Small company ensures you are a priority yet large enough to ensure a successful project

Questions